



PHILIP L. BROWNING,
Interim Director

**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

December 13, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

#12 DECEMBER 13, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

**REQUEST FOR APPROVAL OF ENHANCED AND EXPANDED TITLE IV-E CHILD
WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION PROJECT (CADP)
STRATEGIES; AND INTERIM ORDINANCE AUTHORITY FOR POSITIONS TO SUPPORT
THE CONTINUED IMPLEMENTATION OF THE TITLE IV-E CHILD WELFARE WAIVER
CAPPED ALLOCATION DEMONSTRATION PROJECT; AND APPROVE APPROPRIATION
ADJUSTMENT; AND DELEGATE AUTHORITY TO INCREASE FUNDING AND EXTEND THE
TERM OF THE PREVENTION INITIATIVE DEMONSTRATION PROJECT (PIDP)
CONTRACTS
(ALL SUPERVISORIAL DISTRICTS) – (3 VOTES)**

SUBJECT

The Department of Children and Family Services (DCFS) seeks approval of the enhanced and expanded strategies for the CADP and interim ordinance authority to support the strategies outlined for Fiscal Years (FY) 2011-2012 and 2012-2013; approve appropriation adjustments to move funds out of the Provisional Financing Uses (PFU) Account and into the DCFS and Probation Operating Budgets; and delegate authority to the Interim Director of DCFS, or designee, to execute amendments to increase funds for the current fiscal year and extend the term of the eight Prevention Initiative Demonstration Project (PIDP) contracts for an additional one-year period starting July 1, 2012, through June 30, 2013, at a total cost of \$3,750,000.

JOINT RECOMMENDATION WITH THE CHIEF PROBATION OFFICER THAT YOUR BOARD:

1. Approve the enhanced and expanded strategies for the CADP, in accordance with the Title IV-E Child Welfare Capped Allocation Project Five-Year County Plan accepted by the California Department of Social Services (CDSS) on May 18, 2007. Approval of expenditures in the amount of \$11,491,000 for DCFS and \$2,957,000 for Probation in FY 2011-2012 and \$15,015,000 for DCFS and \$3,043,000 for Probation in FY 2012-2013 is also requested. The table below details these projected expenditures:

"To Enrich Lives Through Effective and Caring Service"

Department	FY 2011-2012	FY 2012-2013	Total	Percent of Total Budget
DCFS	\$11,491,000	\$15,015,000	\$26,506,000	81.5%
Probation	\$ 2,957,000	\$ 3,043,000	\$ 6,000,000	18.5%
Total	\$14,448,000	\$18,058,000	\$32,506,000	100.0%

2. Approve interim ordinance authority, effective immediately, pursuant to County Code 6.06.020, for 113 positions for FY 2011-2012, which includes 82 temporary positions and 5 Acting positions for DCFS {(includes the extension of 57 temporary Emergency Response Children's Social Workers (CSW)); 21 temporary positions for Probation, and five temporary positions for the Department of Mental Health (DMH); and 65 positions for FY 2012-2013, which includes 34 temporary positions and five Acting positions for DCFS, 21 temporary positions for Probation, and five temporary positions for DMH, as shown in Attachment I, to support the expansion and implementation of the CADP strategies listed below; and authorize DCFS, Probation, and DMH to fill these positions. It is also requested that DCFS and Probation be authorized to fill behind any existing staff that moves into its requested positions.
3. Approve the attached Request for Appropriation Adjustment (Attachment II) to move \$11,491,000 {\$3,515,000 for Salaries and Employee Benefits (S&EB) and \$7,976,000 for Services and Supplies (S&S)} from the PFU Account for FY 2011-2012 to the DCFS Operating Budget and to move \$2,957,000 (\$1,107,000 for S&EB and \$1,850,000 for S&S) from the PFU Account for FY 2011-2012 to the Probation Operating Budget.
4. Delegate authority to the Interim Director of DCFS, or designee, to execute amendments substantially similar to Form Amendment (Attachment III) to increase funds for the current fiscal year and extend the term of the eight PIDP contracts. The total cost for the increase for the current FY 2011-2012 is \$1,250,000 as outlined in Attachment IV, financed by Title IV-E Waiver reinvestment funds using 36 percent (\$450,000) Federal revenue, 33 percent (\$412,500) State revenue, and 31 percent (\$387,500) net County Cost (NCC). The cost of the additional one-year period extension starting July 1, 2012 through June 30, 2013, is \$2,500,000 as outlined in Attachment IV, financed by Title IV-E Waiver reinvestments funds using 36 percent (\$900,000) Federal revenue, 33 percent (\$825,000) State revenue, and 31 percent (\$775,000) NCC.
5. Delegate authority to the Interim Director of DCFS, or designee, to execute the additional one-year extension for the eight PIDP contracts by written notice for the period of July 1, 2012 through June 30, 2013, and, if necessary, the optional six-month period of July 1, 2013 through December 31, 2013.
6. Authorize and delegate authority to the Interim Director of DCFS, or designee, to execute amendments to increase or decrease the maximum annual PIDP contract sums for the estimated cost of future unanticipated work within the scope of the contract not to exceed 10% of each maximum annual contract sum provided that: (a) applicable Federal, State, and County contracting regulations are observed; (b) sufficient funding is available; (c) prior County Counsel approval is obtained; and (d) the Interim Director of DCFS , or designee,

notifies your Board and the Chief Executive Office (CEO) in writing within 10 workdays of executing such Contract Amendments.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On June 26, 2006, your Board approved the CADP, allowing DCFS and Probation (the Departments) to expand and implement their first sequence CADP strategies and fill necessary staff positions. Under this plan, effective July 1, 2007, the Departments began to implement critical system changes in the way child welfare services are provided to children and families in the County. First sequence strategies focused on providing services and finding permanency for youth in extended care and group home care. On February 3, 2009, your Board approved the Departments' second sequence CADP strategies and the filling of necessary staff positions. Second sequence strategies continue to focus on permanency for targeted youth and were expanded to provide preventative services and assessments for families at the front end of the system.

The CADP has provided DCFS and Probation with the opportunity to make critical system changes in child welfare services provision. It enables both improved outcomes for children and families; and enhanced social work practice and performance. While the Departments have reduced caseloads and the number of youth in out-of-home care, including congregate care; and improved several permanency indicators, performance on important safety indicators has declined, signaling the need to focus a significant allocation of CADP reinvestment funds on strategies targeted to improve safety. Proposed strategies will focus on safety, while continuing to support improvements in permanency and enhancing self-sufficiency.

The Departments have accumulated reinvestment funds and seek Board approval to utilize these funds during FY 2011-2012, the final year of the CADP. In addition, the federal Department of Health and Human Services Administration for Children and Families (ACF) has granted California, and therefore Los Angeles County, an additional "bridge" year. During this bridge year, FY 2012-2013, ACF will evaluate the success of California's CADP through June 30, 2012, and assess California's request for a Title IV-E Waiver renewal. As the Departments will continue to operate in the CADP environment in FY 2012-2013, the Departments also seek approval to fund strategies during this additional year.

Provided below is a brief description of the proposed enhanced and expanded strategies to be funded under the CADP. A more detailed description of each strategy is found in Attachments V (DCFS) and VI (Probation).

DCFS

DCFS proposes to target CADP reinvestment funds toward strategies that address the following outcomes: improved safety, increased permanency, and enhanced self-sufficiency. The proposed distribution of reinvestment funds across these outcomes is graphically depicted in Attachment VII.

I. Improved Safety: Recommended Strategies

As indicated, 81.9% of the proposed reinvestment funds are targeted to improve safety in FY 2011-2012 and 68.9% are targeted to improve safety in FY 2012-2013. The following strategies are proposed to improve child safety:

Prevention Initiative Demonstration Project (PIDP) – Increase PIDP's FY 11-12 budget from \$1,250,000 to \$2,500,000 and extend PIDP for a fifth year, from July 1, 2012 to June 30, 2013. **FY 11-12: \$1,250,000; FY 12-13: \$2,500,000.**

Time Limited Family Reunification (TLFR) – Increase the Department Services Order (DSO) with the Department of Public Health (DPH) by 32%; DPH will need to request Board approval to exceed its 10% delegated authority. **FY 11-12: \$784,000; FY 12-13: \$784,000.**

Adoption Promotion and Support Services (APSS) – Restore funding cuts by 10% under delegated authority. **FY 11-12: \$320,000; FY 12-13: \$320,000.**

Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT) – Increase funding by 10% under current delegated authority for all 55 contracts. DCFS will return to the Board to request approval to increase 23 of these contracts an additional 10% based on success and current usage. **FY 11-12: \$515,000; FY 12-13: \$515,000.**

Hubs – Hire eight temporary Children's Social Workers IIIs (CSW III) and procure seven temporary additional Public Health Nurses (PHNs) for the Hubs for a twelve month pilot project. **FY 11-12: \$982,000; FY 12-13: \$933,000.**

Expanded Public Health Nurses - Procure 20 temporary PHNs and appoint five current PHNs as Acting Public Health Nurse Supervisors (PHNS) to be co-located in DCFS regional offices to provide PHN services to children across the continuum of care as a twelve month pilot project. **FY 11-12: \$1,891,000; FY 12-13: \$1,873,000.**

Parents in Partnership (PIP) – Extend current contract with parent partners to expand PIP services to all regional offices. **FY 11-12: \$330,000; FY 12-13: \$715,000.**

Emergency Response (ER) Caseload – Extend the service of 57 current temporary CSWs (ER over 60) to one year each. **FY 11-12: \$1,919,000; FY 12-13: \$0.**

In-House Legal Services – Expand existing DSO with County Counsel to provide additional twelve co-located County Counsel attorneys. **FY 11-12: \$1,200,000; FY 12-13: \$2,400,000.**

Coaching and Mentoring – Further augment the Department's Inter-University Consortium (IUC) coaching/mentoring deliverables provided to CSWs, Supervising Children's Social Workers (SCSW) and public agency partners based on the Department's Core Practice Model, to enhance skill development in strengths/needs practice, engagement and teaming. **FY 11-12: \$145,000 FY 12-13 \$300,000.**

Project (Screening and Assessment for Family Engagement) SAFE – An MOU with DPH's Substance Abuse Prevention and Control (SAPC) program and DCFS will be utilized to cover the cost of Community Assessment Services Center (CASC) assessments and drug and alcohol testing for all clients who participate in the assessment process. The proposed pilot program will be conducted from February 1, 2012, through April 30, 2012.
FY 11-12: \$70,000; FY 12-13: \$0.

II. Increased Permanency: Recommended Strategies

Several strategies identified to improve safety also increase permanency, including the provision of aftercare services. As indicated in Attachment VII, 9.4% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 8.7% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards permanency:

Enhanced Specialized Foster Care with Department of Mental Health (DMH) - Expand Memorandum of Understanding (MOU) with DMH to hire five temporary Psychiatric Social Worker IIs (PSW) aligned with the 11 delinquency courts.
FY 11-12: \$340,000; FY 12-13: \$559,000.

Upfront Permanency Partners Program (P3) – Hire 15 additional retirees P3 workers (CSW III) and 2 two retirees (Supervising Children's Social Workers) to provide upfront family finding and engagement. **FY 11-12: \$745,000; FY 12-13: \$745,000.**

III. Enhanced Self-sufficiency: Recommended Strategies

Many of the above strategies identified to increase permanency will also enhance self-sufficiency. As demonstrated in Attachment VII, 8.7% of the proposed funds are targeted to enhance self-sufficiency in FY 2011-2012 and 22.5% are targeted to enhance self-sufficiency in FY 2012-2013. The following self-sufficiency strategies are identified:

Youth Development Services (YDS) - Allocate Chaffee funds for older youth and use CADP funds for Independent Living Program (ILP) contracts.
FY 11-12: \$1,000,000; FY 12-13: \$1,000,000.

Countywide Foster Youth Education Project – Expand the First District Education Pilot Program, established by Supervisor Gloria Molina, to better address the educational needs of children served by the Department, by 20 CSW IIIs and add 35 contracted Academic Remediation Counselors (4 CSWs and 7 Academic Remediation Counselors per supervisorial district) to be co-located in schools. Hire six temporary CSWs to fill behind the 20 experienced CSWs who will be co-located in the schools. Hire one temporary Senior Typist Clerk (STC) and two temporary Intermediate Typist Clerks (ITC) to provide support to program managers.
FY 11-12: \$0; FY 12-13: \$2,371,000.

Probation

Probation proposes to target CADP reinvestment funds toward services that address the following outcomes: increased permanency, placement stability, and enhanced self-sufficiency. The proposed distribution of reinvestments funds across these outcomes are graphically depicted in Attachment VII.

I. Increased Permanency: Recommended Strategies

As indicated in Attachment VII, 68.8% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 67.2% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards permanency:

Probation Case Management System (PCMS) Enhancements – Offset the cost of PCMS enhancements, support and maintenance related to Placement Services.

FY 11-12: \$250,000; FY 12-13: \$0.

PCMS Interface with DCFS Child Welfare Services/Case Management System (CWS/CMS) - Hire an Information Technology Support Services Master Agreement (ITSSMA) contractor who can support the build of a PCMS interface with CWS/CMS.

FY 11-12: \$250,000; FY 12-13: \$0.

PCMS Interface with DPSS LEADER System - Hire an ITSSMA contractor to identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues.

FY 11-12: \$150,000; FY 12-13: \$0.

Expansion of Functional Family Therapy (FFT) and Multi-systemic Therapy (MST) - Expand MOU with DMH to increase the Department's capacity to provide evidence-based, family- focused therapeutic services in the community. **FY 11-12: \$350,000; FY 12-13: \$0.**

Community-Based Aftercare Services – Develop MOU with DMH to increase contracted allocations to group home providers for aftercare services in the community.

FY 11-12: \$200,000; FY12-13: \$200,000.

Community-Based Substance Abuse Services - Develop MOU with the DPH to provide youth with substance abuse services in the community.

FY 11-12: \$150,000; FY12-13: \$150,000.

Expansion of Functional Family Probation (FFP) – Expand the FFP Unit by four additional FFP Deputy Probation Officer (DPO) positions to provide intensive supervision services to increase prevention. **FY 11-12: \$210,000; FY12-13: \$423,000.**

Expansion of 241.1 Unit – Fund 10 additional DPO and one Supervising Deputy Probation Officer (SDPO) positions to provide investigations and determinations in conjunction with DCFS caseworkers for cross-over youth. **FY 11-12: \$581,000; FY12-13: \$1,171,000.**

II. Placement Stability: Recommended Strategies

Several strategies identified to increase permanency also enhance placement stability. As indicated in Attachment VII, 10.2% of the proposed reinvestment funds are targeted to increase permanency in FY 2011-2012 and 22.0% are targeted to increase permanency in FY 2012-2013. The following strategies are proposed to move children towards placement stability:

Expansion of Group Home Monitoring Unit – Expand the Group Home Monitoring Unit by four Program Analysts and two DPOs. **FY 11-12: \$316,000; FY12-13: \$637,000.**

III. Enhanced Self-Sufficiency: Recommended Strategies

Many of the above strategies identified to increase permanency and placement stability will also enhance self-sufficiency. As demonstrated in Attachment VII, 21.1% of the proposed funds are targeted to enhance self-sufficiency in FY 2011-2012 and 10.8% are targeted to enhance self-sufficiency in FY 2012-2013. The following self-sufficiency strategies are identified:

Youth Development Services (YDS) – Increase the ILP Allocation due to continued reductions. **FY 11-12: \$500,000; FY 12-13 \$0.**

Countywide Foster Youth Education Project – Based on successful outcomes from the Education Program Pilot established by Supervisor Gloria Molina, contract Academic Remediation Counselors in each of the supervisorial districts to conduct comprehensive educational assessments, develop and implement educational case plans through multi-disciplinary teams, connect students to local resources, and work to resolve any identified educational issues. **FY 11-12: \$0; FY 12-13: \$462,000.**

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended actions are consistent with the principles of the Countywide Strategic Plan, Goals 5 (Children and Families' Well-Being), 7 (Health and Mental Health) and 8 (Public Safety) and DCFS' goal of Self-Sufficiency. These goals will be accomplished by providing more preventative services; increasing the number and array of services to allow more children to remain safely in their homes; safely reducing the reliance on out-of-home care through the provision of intensive, focused, individualized services; safely reducing the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place; and reducing the timelines to permanency.

FISCAL IMPACT/FINANCING

Approve the attached Request for Appropriation Adjustment (Attachment II) to move \$11,491,000 {\$3,515,000 for Salaries and Employee Benefits (S&EB) and \$7,976,000 for Services and Supplies (S&S)} from the PFU Account for FY 2011-2012 to the DCFS Operating Budget and to move \$2,957,000 (\$1,107,000 for S&EB and \$1,850,000 for S&S) from the PFU Account for FY 2011-2012 to the Probation Operating Budget.

The Departments project \$32,506,000 in available child welfare reinvestment funds. DCFS proposes to utilize \$11,491,000 of the available reinvestment funds in FY 2011-2012 and \$15,015,000 in FY 2012-2013. Probation proposes to utilize \$2,957,000 of the available reinvestment funds in FY 2011-2012 and \$3,043,000 in FY 2012-2013. These funds fully cover the costs of proposed strategies.

PIDP Fiscal Impact Financing (DCFS)

The cost of the increase for PIDP for FY 2011-2012 is \$1,250,000 and the cost of the additional one- year extension from July 1, 2012 through June 30, 2013, is \$2,500,000. The total cost of the increase and the one-year extension is \$3,750,000 financed by CADP reinvestments funds using 36 percent (\$1,350,000) Federal revenue, 33 percent (\$1,237,500) State revenue, and 31 percent (\$1,162,500) NCC.

PIDP Contracting Process (DCFS)

On May 21, 2007, DCFS released a Request for Information (RFI) and received Statements of Interest (SOI) resulting in one-year contracts with six qualified and willing contractors to provide PIDP services for the eight Service Planning Areas (SPA). Because no qualified agencies were identified for SPA 1 and SPA 7, DCFS negotiated with qualified agencies from two other SPAs to provide services for these areas. The procurement process complied with State contracting regulation 23-650.15.151, allowing for Procurement by Negotiation when only a single source for each SPA is willing and available to fulfill each contract.

On February 26, 2008, your Board approved the PIDP Form contracts for the period of February 26, 2008 to February 25, 2009. On November 5, 2008, your Board approved a four-month extension of the Contracts. On June 9, 2009, your Board approved an additional one-year extension of the Contracts. On June 29, 2010, your Board approved a six-month extension pending evaluation results for the second year of PIDP services. On December 14, 2010, your Board approved an 18-month extension ending June 30, 2012.

On June 17, 2010, DCFS received CDSS' approval to extend the Contracts for an additional two years, pursuant to CDSS Manual letter OPS-01-02, Section 23-650-18. On October 5, 2011, CDSS approved an additional one-year extension of the PIDP contracts under Policies and Procedures (MPP), Section 23-650.1.18 unique circumstances to allow for the completion of the Promoting Safe Stability Families/Child Abuse Prevention Intervention and Treatment (PSSF/CAPIT) programs solicitation. The proposed Contract extension periods and the increased Contract amounts specified in the Form Amendment were negotiated with the Contractors, in accordance with CDSS regulations, as only a single source for each SPA is willing and available to fulfill each contract.

DCFS has evaluated these services and determined that the Living Wage Program (County Code Chapter 2.201) does not apply to the Contracts.

DCFS has determined that a Cost-of-Living Adjustment (COLA) provision was not required for the Contracts.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The County's CADP provides DCFS and Probation with the flexibility to use Title IV-E funds for innovative strategies to accelerate efforts to improve outcomes for children and families in Los Angeles County. Proposed enhanced and expanded CADP strategies build upon system improvements underway among County Departments and community partners.

On April 17, 2007, your Board approved the County's submission of the CADP to CDSS, and on May 18, 2007, CDSS acknowledged receipt of the CADP. CDSS determined that the county level project objectives and proposed use of flexible funding support the overall goals of the Waiver demonstration as reflected in the federal Waiver Terms and Conditions. As indicated in the County's agreement with CDSS, staff from the CDSS Resources Development and Training Support Bureaus has assisted our staff, provided feedback, and coordinated site visits.

The Chief Executive Office (CEO) concurs with the requested action. The CEO and County Counsel have reviewed this Board letter. County Counsel has approved the PIDP contract amendment as to form.

IMPACT ON CURRENT SERVICES

Proposed enhanced and expanded CADP strategies will allow DCFS and Probation to utilize flexible funding available in the CADP to improve outcomes for children and families. This will be through a combination of the many initiatives the Departments had underway prior to joining the CADP and the flexibility provided by the CADP to create or expand practice innovations, organizational restructuring and an array of services available in communities.

With the enhanced and expanded strategies, the Departments propose to utilize a wide array of programs and services to provide individualized services and strategies that are strength-based, family-centered, child-focused and community-based. This array of services will span the service continuum from: 1) Prevention and Early Intervention; 2) Crisis Intervention; 3) Intensive Services; and, 4) Permanency and Aftercare Services.

CONCLUSION

The enhanced and expanded strategies under the CADP build upon system improvements underway in Los Angeles County departments and their community partners. DCFS and Probation remain committed in their efforts to improve safety, permanency and well-being for the children of Los Angeles County who are at risk or currently reside in out-of-home care. Proposed strategies are focused on child safety with additional enhancements to strategies that increase safety and enhance self-sufficiency.

It is requested that the Executive Officer/Clerk of the Board send one copy of the Adopted Board action to each of the following:

Department of Children and Family Services
Attn: Rhelda Shabazz, Deputy Director
Bureau of Strategic Management
425 Shatto Place, Suite 602
Los Angeles, CA 90020

Probation Department
Attn: Jennifer Kaufman, Acting Director
Title IV-E Waiver Management
9150 E. Imperial Highway
Downey, California 90242

Department of Children and Family Services
Attn: Cynthia McCoy-Miller, Administrative Deputy III
Bureau of Finance and Administration
425 Shatto Place, Suite 300
Los Angeles, CA 90020

Probation Department
Attn: Tasha Howard, Director
Contracts and Grants Management
9150 E. Imperial Highway
Downey, California 90242

Respectfully submitted,



PHILIP L. BROWNING
INTERIM DIRECTOR



CALVIN C. REMINGTON
ACTING CHIEF PROBATION OFFICER

PLB:CCR
RS:aw

Attachments (7)

C: Chief Executive Officer
County Counsel
Auditor-Controller

ATTACHMENT I

Department of Children and Family ServicesFiscal Year 2011-2012

	Positions	S&EB	S&S	Total
Hubs CSW III - Temporary	8	\$ 394,000	\$ 64,000	\$ 458,000
ER CSW III – Temporary	57	\$1,746,000	\$ 173,000	\$1,919,000
Upfront P3 CSW III - Retiree	15	\$ 591,000	\$ 58,000	\$ 649,000
Upfront P3 SCSW - Retiree	2	\$ 88,000	\$ 8,000	\$ 96,000
Expanded PHN Acting PHN Sup	5	\$ 353,000	\$ 40,000	\$ 393,000
Total	87	\$3,172,000	\$ 343,000	\$3,515,000

ATTACHMENT I

Department of Children and Family ServicesFiscal Year 2012-2013

	Positions	S&EB	S&S	Total
Hubs CSW III - Temporary	8	\$ 394,000	\$ 15,000	\$ 409,000
Upfront P3 CSW III - Retiree	15	\$ 591,000	\$ 58,000	\$ 649,000
Upfront P3 SCSW - Retiree	2	\$ 88,000	\$ 8,000	\$ 96,000
Expanded PHN Acting PHN Sup	5	\$ 355,000	\$ 20,000	\$ 375,000
Education Project CSW III - Temporary	6	\$ 587,000	\$ 72,000	\$ 659,000
Education Project STC - Temporary	1	\$ 59,000	\$ 12,000	\$ 71,000
Education Project ITC - Temporary	2	\$ 108,000	\$ 24,000	\$ 132,000
Total	39	\$2,182,000	\$ 209,000	\$2,3914,000

ATTACHMENT I

Probation DepartmentFiscal Year 2011-2012

	Positions	S&EB	S&S	Total
FFP DPO II, Field - Temporary	4	\$ 190,000	\$ 20,000	\$ 210,000
241.1 Expansion Supvg DPO - Temporary	1	\$ 53,000	\$ 5,000	\$ 58,000
241.1 Expansion DPO II, Field - Temporary	10	\$ 473,000	\$ 50,000	\$ 523,000
Group Home Monitoring DPO II, Field - Temporary	2	\$ 96,000	\$ 10,000	\$ 106,000
Group Home Monitoring Program Analyst- Temporary	4	\$ 190,000	\$ 20,000	\$ 210,000
Total	21	\$1,002,000	\$ 105,000	\$1,107,000

ATTACHMENT I

Probation DepartmentFiscal Year 2012-2013

	Positions	S&EB	S&S	Total
FFP DPO II, Field - Temporary	4	\$ 383,000	\$ 40,000	\$ 423,000
241.1 Expansion Supvg DPO - Temporary	1	\$ 108,000	\$ 10,000	\$ 118,000
241.1 Expansion DPO II, Field - Temporary	10	\$ 953,000	\$ 100,000	\$1,053,000
Group Home Monitoring DPO II, Field - Temporary	2	\$ 194,000	\$ 20,000	\$ 214,000
Group Home Monitoring Program Analyst- Temporary	4	\$ 383,000	\$ 40,000	\$ 423,000
Total	21	\$2,021,000	\$ 210,000	\$2,231,000

ATTACHMENT I

Department of Mental Health

<u>Fiscal Year 2011 -2012</u>				
	Positions	S&EB	S&S	Total
Enhanced Specialized Foster Care PSW II - Temporary	5	\$ 228,000	\$ 112,000	\$ 340,000
Total	5	\$ 228,000	\$ 112,000	\$ 340,000

ATTACHMENT I

Department of Mental Health

<u>Fiscal Year 2012 -2013</u>				
	Positions	S&EB	S&S	Total
Enhanced Specialized Foster Care PSW II - Temporary	5	\$ 456,000	\$ 103,000	\$ 559,000
Total	5	\$ 456,000	\$ 103,000	\$ 559,000

COUNTY OF LOS ANGELES

REQUEST FOR APPROPRIATION ADJUSTMENT

DEPARTMENT OF CHILDREN AND FAMILY SERVICES

DEPT'S. NO. 350

November 23, 2011

AUDITOR-CONTROLLER:

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. PLEASE CONFIRM THE ACCOUNTING ENTRIES AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF EXECUTIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

FY 2011-12

3 - VOTES

SOURCESUSES

SEE ATTACHED - BA DETAIL

SEE ATTACHED - BA DETAIL

SOURCES TOTAL: \$ 14,448,000

USES TOTAL: \$ 14,448,000

JUSTIFICATION

Reflects an increase in appropriation to implement the DCFS Title IV-E Child Welfare Capped Allocation (CADP) Implementation Plan for FY 2011-12.

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

For
AUTHORIZED SIGNATURE PHILIP L. BROWNING, Interim Director

BOARD OF SUPERVISOR'S APPROVAL (AS REQUESTED/REVISED)

12

DEC 13 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

REFERRED TO THE CHIEF
EXECUTIVE OFFICER FOR ---

☐ ACTION

☒ RECOMMENDATION

AUDITOR-CONTROLLER

BY *Karen Shukuma*

B.A. NO. 043

December 1 20 11

☒ APPROVED AS REQUESTED

☐ APPROVED AS REVISED

CHIEF EXECUTIVE OFFICER

BY *[Signature]*
Dec 1 20 11

COUNTY OF LOS ANGELES
REQUEST FOR APPROPRIATION ADJUSTMENT
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

FY 2011-12
3-VOTES

SOURCES

PROVISIONAL FINANCING USES (PFU)-DCFS Title IV-E
A01-CB-2000-13749-13759
Services and Supplies \$ 14,448,000
Decrease Appropriation

USES

CHILDREN AND FAMILY SERVICES-ADMINISTRATION
A01-CH-1000-26200
Salaries & Employee Benefits \$ 3,515,000
Increase Appropriation

A01-CH-2000-26200
Services & Supplies \$ 7,976,000
Increase Appropriation

PROBATION DEPARTMENT
A01-PB-1000-17000-17350
Salaries & Employee Benefits \$ 1,107,000
Increase Appropriation

A01-PB-2000-17000-17350
Services and Supplies \$ 1,850,000
Increase Appropriation

SOURCES TOTAL:

\$ 14,448,000

USES TOTAL:

\$ 14,448,000

BA#043 Kaur Shikuma 12/1/11



FORM AMENDMENT NUMBER SIX

PREVENTION INITIATIVE DEMONSTRATION PROJECT

CONTRACT NUMBER _____

WITH

**AMENDMENT NUMBER SIX TO
PREVENTION INITIATIVE DEMONSTRATION PROJECT
CONTRACT NUMBER**

This Amendment Number Six ("Amendment") to the Prevention Initiative Demonstration Project Contract ("Contract"), adopted by the Board of Supervisors on February 26, 2008, is made and entered into by and between County of Los Angeles, ("COUNTY") and _____ ("CONTRACTOR") for administration of Prevention Initiative Demonstration Project services on this ____ day of _____.

WHEREAS, COUNTY and CONTRACTOR are parties to the Contract and CONTRACTOR has been providing Prevention Initiative Demonstration Project (PIDP) services to the COUNTY; and

WHEREAS, Amendment Number One extended the Contract through June 30, 2009, and increased the contract sum by \$25,000; and

WHEREAS, Amendment Number Two extended the Contract through June 30, 2010, and clarified funding allocations for the Contract; and

WHEREAS, Amendment Number Three extended the contract through December 31, 2010; and

WHEREAS, Amendment Number Four extended the contract through June 30, 2010, with an option to extend one additional year beyond June 30, 2011; and

WHEREAS, Amendment Number Five reduced the Maximum Contract Sum for Fiscal Year (FY) 2011-2012 as a result of funding curtailments; and

WHEREAS, the California Department of Social Services (CDSS) has approved the COUNTY's request to extend the existing Contract for an additional one year period, from July 30, 2012 through June 30, 2013; and

WHEREAS, an increase to the Maximum Contract Sum for Fiscal Year (FY) 2011-2012 is effective on the date of the execution of this Amendment; and

WHEREAS, this Amendment is prepared pursuant to the provision set forth in Section 11.0, Change Notices and Amendments; and

NOW, THEREFORE, in consideration of the foregoing and mutual consent herein contained, COUNTY and CONTRACTOR hereby agree to amend the Contract as follows:

1. Section 3.0 TERM, Subsection 3.1.3 is revised to read as follows:

3.1.3 The term of the Contract shall be extended for an optional year period beginning July 1, 2012 through June 30, 2013, unless terminated earlier or extended, in whole or in part, as provided in this Contract.

2. Section 4.0 CONTRACT SUM, Subsection 4.1 is revised to read as follows:

4.1 The Maximum Contract Sum for this Contract is \$_____.

For the First Contract Period through 06/30/09 \$ _____

For Period: 07/01/09 - 09/30/09 \$ _____

For Period: 10/01/09 - 06/30/10 \$ _____

For Period: 07/01/10 - 12/31/10 \$ _____

For Period: 01/01/11 - 06/30/11 \$ _____

For Period: 07/01/11 - 06/30/12 \$ _____

2. Exhibit A-2f, Revised LINE ITEM BUDGET, Line Item Budget Details, and Budget Justification Narrative are added in their entirety and incorporated as part of Exhibit A-2a, LINE ITEM BUDGET.

ALL OTHER TERMS AND CONDITIONS OF THIS CONTRACT REMAIN IN FULL FORCE AND EFFECT.

**AMENDMENT NUMBER SIX
TO PREVENTION INITIATIVE DEMONSTRATION PROJECT
CONTRACT NUMBER _____**

IN WITNESS WHEREOF, the Board of Supervisors of the COUNTY of Los Angeles has caused this Amendment Number Six to be subscribed on its behalf by the Director of the Department of Children and Family Services and the CONTRACTOR has caused this Amendment Number Six to be subscribed on its behalf by its duly authorized officer(s) as of the day, month and year first above written. The person(s) signing on behalf of the CONTRACTOR warrants under penalty of perjury that he or she is authorized to bind the CONTRACTOR in this Amendment Number Six.

COUNTY OF LOS ANGELES

PHILIP L. BROWNING, INTERIM DIRECTOR
Department of Children and Family
Services

CONTRACTOR

By _____

Name _____

Title _____

By _____

Name _____

Title _____

Tax Identification Number

THE OFFICE OF COUNTY COUNSEL
ANDREA SHERIDAN ORDIN

BY Signature on File
David Beaudet
Principal Deputy County Counsel

Prevention Initiative Demonstration Project

SPA	Agency:	Contract Number	Increase for FY 2011-12	Allocation for FY 2012-2013
1	Grace Resource Center (oversight by: Friends of the Family)	76476	\$100,000.00	\$155,000.00
2	Friends of the Family	76477	\$119,531.25	255,000.00
3	Prototypes	76478	\$205,078.13	437,500.00
4	Children's Bureau of Southern California	76479	\$107,812.50	230,000.00
5	Westside Children's Center	76480	\$100,000.00	105,000.00
6	Shields for Families, Inc.	76481	\$256,640.63	547,500.00
7	Helpline Youth Services (oversight by: South Bay Center for Counseling)	76482	\$162,890.63	347,500.00
8	South Bay Center for Counseling	76483	\$198,046.88	\$422,500.00
Total:			\$1,250,000.02	\$2,500,000.00

Enhanced and Expanded Title IV-E Waiver Strategies - DCFS

Introduction: The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (Waiver) provides the Department of Children and Family Services (DCFS) the opportunity to make critical system changes in child welfare services provision. It enables both improved outcomes for children and families; and enhanced social work practice and performance. While the Department has reduced caseloads and the number of youth in out-of-home care, including congregate care; and improved several permanency indicators, DCFS performance on important safety indicators has declined, signaling the need to focus a significant allocation of Waiver reinvestment funds on strategies targeted to improve safety.

The quality and quantity of interactions between social workers, service providers and community are key factors in improving safety, permanency and self-sufficiency. Waiver revenue will be targeted on departmental strategies to improve staff skills and performance, and on expanded co-location of staff from other agencies partnering in child protection and well-being, in order to integrate and coordinate services, enhance access to information, and ensure greater accountability. The most important investment strategies identified to improve DCFS performance are:

- 1) **Social Worker Skill Enhancement:**
 - a) Improved effectiveness in interviewing for and analyzing mental health, substance abuse and domestic violence information from families; and
 - b) Improved Social Worker decision-making, including but not limited to:
 - i) The initial/ongoing assessment of safety and risk throughout the life of a case;
 - ii) Determining the most appropriate placements for children; and
 - iii) Identifying and matching the right services to address the unique needs and challenges of a family.
- 2) **Expansion of qualified, appropriate mental health, substance abuse and domestic violence treatment services**, to be available for immediate access to families upon referral.
- 3) **Expanded capacity of co-located "other" agency staff**, including but not limited to public health nurses, law enforcement investigators, mental health clinicians and County Counsel.
- 4) **Expanded data-driven outcomes management** to consistently improve performance across all regional offices and continually reassess each outcome for the effectiveness of strategies/services that support it.
- 5) **Enhanced preventive in-home supports**
- 6) **Post-permanency supports**

DCFS proposes to target Waiver reinvestment funds toward services that address the following outcomes:

- I. Improved safety
- II. Increased permanency, and
- III. Enhanced self-sufficiency.

I. Improved Safety

DCFS' legal mandate is child protection. Safety strategies are targeted to:

- Reduce entry into out-of-home care;
 - Fifty percent of the entries into out-of-home care are children ages 0-5.
- Reduce repeat maltreatment; and,
- Reduce abuse in out-of-home care.

For children served both in their homes and in out-of-home care, the key indicators that DCFS will track for improved safety are:

No recurrence of maltreatment for child – percentage of children who were victims of a substantiated or indicated child maltreatment allegation within a specified six month period for whom there was no additional substantiated maltreatment allegation during the subsequent six months.

- Baseline 93.4%
- Current 92.7%
- National Standard 94.6%
- National Average 93.3%

No maltreatment in DCFS foster care – percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care.

- Baseline 99.81%
- Current 99.53%
- National Standard 99.68%
- National Average 99.52%

No Recurrence of Maltreatment When in Home* – percentage of children who were subjects of a child maltreatment allegation within a 6 month period and remained in the home of their parent for whom there were additional maltreatment allegations during the subsequent 12 month time period.

- Baseline 11.1%
- Current 11.9%

There is no national standard or average for this indicator as it is no longer a Child and Family Services Review (CFSR) measure.

Improved Safety: Recommended Services

Prevention Initiative Demonstration Project (PIDP) – PIDP is a comprehensive strength-based, child abuse and neglect prevention system that enhances existing community-based networking systems. The goal of the initiative is to keep children safe from harm and prevent families from entering and re-entering the County's health and human services system. The Department requested and received permission from the State to increase FY 11-12 budget from \$1,250,000 to \$2,500,000 and to extend PIDP for a fifth year, from July 1, 2012 to June 30, 2013. The aggregate total contract amount for the fifth year would also be \$2.5 million. An additional six-month extension through December 31, 2013, is requested, should time be necessary to complete the pending Promoting Safe and Stable Families (PSSF)/Child Abuse Prevention, Intervention and Treatment (CAPIT) programs solicitation, which will incorporate the most effective PIDP services. The aggregate total contract amount for the additional six months would be \$1.25 million.

- FY 11-12: \$1,250,000; FY 12-13: \$2,500,000.

Time Limited Family Reunification (TLFR) – Children whose families are involved with Alcohol and Other Drugs (AOD) become "Drug Endangered Children" (DEC) and are at risk for abuse and neglect. TLFR provides AOD treatment to parents while their children are safe and cared for. When the danger of AOD is ameliorated, children are returned to parents who can provide them with a safe and stable home.

- The current Memorandum of Understanding (MOU) with the Department of Public Health (DPH) has a 10% delegated authority. Proposal is to increase the Department Service Order (DSO) by 32%; DPH will need to request Board approval to exceed the 10% delegated authority.
- FY 11-12: \$784,000; FY 12-13: \$784,000.

Adoption Promotion and Support Services (APSS) – APSS provides valuable support to families in the pre- and post-adoption process. The overall goal of APSS is to increase permanency for dependent children by encouraging more adoptions out of the foster care system when adoption is in their best interest. Parents and children are empowered through information, support and skills to be involved partners in directing their own permanency planning and decision making.

- The proposal is to restore funding cuts by 10% under delegated authority.
- FY 11-12: \$320,000; FY 12-13: \$320,000.

Child Abuse Prevention, Intervention, Treatment (CAPIT) – CAPIT encourages child abuse and neglect prevention and intervention programs by the funding of agencies addressing needs of children at high risk of abuse or neglect and their families. Service priority is given to prevention programs provided through nonprofit agencies, including programs that identify and provide services to isolated families, particularly those with children five years of age or younger.

Service priority is also given to high quality home visiting programs based on research-based models of best practice, and services to child victims of crime.

- The proposal is to increase funding to agencies for 32 contracts by 10% and 23 contracts by 20% based on success and current usage.
- FY 11-12: \$515,000; FY 12-13: \$515,000.

Hubs – DCFS, in partnership with the Department of Health Services (DHS) and Department of Mental Health (DMH), has established a countywide Medical Hub Program to create better outcomes for children by providing expert medical examinations and care. The seven Medical Hubs provide initial medical exams, as needed forensic evaluations, and age-appropriate mental health screenings for newly detained children.

- This proposal is to hire six temporary DCFS Children's Social Workers (CSWs) and two after-hours temporary CSWs and procure seven additional Public Health Nurses (PHN). Cost in FY 11-12 assumes CSWs and PHN staff in place on January 1, 2012 (six months) and from July 1, 2012 to December 31, 2012 (six months) for FY 12-13.
- FY 11-12: \$982,000; FY 12-13: \$933,000.

Expanded Public Health Nurses (PHN) - The mission of the PHN Programs within DCFS is to promote health, safety, and well-being; prevent disease; and facilitate the provision of health care services for children and families served by DCFS, allowing children to grow up physically and emotionally healthy.

- This proposal is to procure 20 temporary PHNs and appoint five Acting Public Health Nurse Supervisors (PHNS) to provide PHN services to children across the continuum of care, including those who have not been removed from their families. Five of the procured temporary PHNs will fill behind the five PHNs selected to serving as Acting PHNS.
- FY 11-12: \$1,891,000; FY 12-13: \$1,873,000.

Parents in Partnership (PIP) – PIP provides support and mentoring to parents who have recently lost custody of their children and parents whose children are in foster care without permanency. PIP assists parents and families by providing: community outreach; a telephone Warm Line; parent orientations; parent support groups; and Team Decision Making (TDM) support. Annie E. Casey has provided support for PIP for approximately four years with the objective of developing a plan to sustain the work. Its funding will end in December 2011.

- Once the Annie E. Casey grant ends, the proposal is to extend current contracts with parent partners, not to exceed \$5,000 per office for local office support activities (e.g., support groups, orientations) and \$3,000 per office per month for countywide activities (e.g., steering committee participation) to expand PIP to serve all regional offices. Cost in FY 11-12 assumes parent partners will be paid from January 1, 2012 (six months).
- For FY 12-13, DCFS is investigating amending current PIDP contracts or Wraparound to utilize contracted Community Based Organizations to hire, train, supervise and monitor parent partners. Funding is provided in

anticipation of contracting as of January 2013. Parent partners would continue to be paid through current extended contracts (\$325,000) from July – December 2012; contracted services would cost \$390,000 for January – June 2013.

- FY 11-12: \$330,000; FY 12-13: \$715,000.

Emergency Response (ER) Caseload – Currently, there is an average of 11,301 referrals for child abuse and neglect per month. DCFS currently has 537 encumbered ER CSWs and needs additional ER CSWs to meet an ER yardstick of 18 cases (628 ER CWS in all) while maintaining Generic CSWs at their yardstick of 24 cases. This proposal requests the continuance of service for current temporary ER CSWS to assist in overall caseload reduction. It should be noted that Title IV-E waivers that have been successful in other jurisdictions are those that have operated with more manageable, reduced caseloads.

- The current approved budget was for temporary CSWs to work on ERs over 60 and ends on October 31, 2011. This proposal would expand the time each of 57 temp CSWs work to one year. The breakdown is 10 CSWs for 2.87 months, 21 CSWs for 4.57 months, and 26 CSWs for 5.44 months.
- FY 11-12: \$1,919,000; FY 12-13: \$0.

In-House Legal Services – This proposal is to expand the Department's current Departmental Service Order (DSO) with County Counsel to provide an additional twelve County Counsel to be co-located in regional offices to provide assistance, including consultation on warrant issues. Cost assumes County Counsel will be in place January 1, 2012 (six months).

- FY 11-12: \$1,200,000; FY 12-13: \$2,400,000.

Coaching and Mentoring – This proposal is to further augment the Department's Inter-University Consortium (IUC) coaching/mentoring deliverables provided to CSWs, SCSWs and public agency partners based on the Department's Core Practice Model to enhance skill development in strengths needs practice, engagement and teaming.

- FY 11-12: \$145,000 FY 12-13: \$300,000.

Project (Screening and Assessment for Family Engagement) SAFE – Project SAFE is a joint effort on behalf of DPH's Substance Abuse Prevention and Control (SAPC) program and DCFS. It is based on a jointly developed program concept that seeks to establish a pilot program from February 1, 2012 through April 30, 2012. The funding will contribute expertise to the CSW's assessment in two DCFS Regional Offices, currently targeted for El Monte and Metro North, and to cover the cost of the Community Assessment Services Center (CASC) assessments and drug and alcohol tests for all clients who participate in the assessment process. Data and outcome measures for Project SAFE have been identified to determine the next steps for roll-out department-wide.

- FY 11-12: \$70,000; FY 12-13: \$0.

II. Increased Permanency

It is critical that children do not languish in out-of-home care. Children must be safely reunified, and for those who cannot return home, alternate permanency, including adoption, must be achieved in a timely manner. Those children in out-of-home care must be placed in the least restrictive, safe and stable setting, with as few moves as possible. Finally, successful permanency means that children who are reunified with their families do not re-enter the child welfare system. Permanency strategies are targeted to:

- Reduce re-entry following reunification;
- Attain permanency for “long stayers”; and,
- Reduce the number of youth aging out of foster care.

Key indicators that DCFS will track for increased permanency are:

Reunification within 12 months – percentage of children discharged to reunification within 12 months of removal.

- Baseline 61.2%
- Current 65.1%
- National Standard 75.2%
- National Average 69.9%

Adoptions within 24 months – percentage of children adopted within 24 months of removal.

- Baseline 24.6%
- Current 26.0%
- National Standard 36.6%
- National Average 26.8%

Re-entry following reunification – percentage of children re-entering foster care within 12 months of a reunification discharge.

- Baseline 10.7%
- Current 11.9%
- National Standard 9.9%
- National Average 15.0%

Placement stability (at least 12 - 24 months in care) – percentage of children with two or fewer placements who have been in foster care for 12 - 24 months. Please note: while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 72.1%
- Current 67.7%
- National Standard 65.4%
- National Average 59.9%

Placement stability (at least 24 months in care) – percentage of children with two or fewer placements who have been in foster care for 24 months or more. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation of the Title IV-E Waiver, this will be a Placement Stability outcome.

- Baseline 39.0%
- Current 37.8%
- National Standard 41.8%
- National Average 33.9%

Increased Permanency: Recommended Services

Several services identified to improve safety also increase permanency. In addition, the following services targeted at permanency are proposed:

Enhanced Specialized Foster Care with DMH - Enhanced Specialized Foster Care includes youth who are dependents under WIC 300 and who have a new WIC 602 filed in delinquency court. These cases will be referred to the Multidisciplinary Team (MDT) which is made up of staff from DCFS (WIC 241.1 Unit), Probation, DMH, and education advocates. The MDT will be responsible for: preparing all joint assessments; making recommendations to the Court on appropriate legal status for the youth and necessary service plans for the youth; linking the youth to necessary services; tracking the youth's progress during the delivery of services; and reporting to the Court.

- This proposal is to expand participation of DMH Specialized Foster Care Staff on the MDT per existing protocol with the agreement/plan to work to modify the MDT protocol so it is better aligned with the Department's Core Practice Model.
- This proposal is to expand the MOU with DMH to pay for five new temporary Psychiatric Social Worker II items aligned with the 11 delinquency courts and assumes funding is utilized beginning January 1, 2012 (six months).
- FY 11-12: \$340,000; FY 12-13: \$559,000.

Upfront Permanency Partners Program (P3) – P3 CSWs are part-time and/or retired social workers who help children's primary CSWs focus exclusively on finding adult connections to support these youth at the time of removal from home. P3 CSWs work with youth and families and assist the primary CSW in overcoming identified barriers to permanency.

- This proposal is to fund 15 additional P3 workers and two supervisors (retirees) to provide upfront family finding and engagement. This would provide one P3 worker per office. Cost in FY 11-12 assumes staff in place in January 2012 (six months). Note: As P3 staff are retirees, they may only work and earn pay for up to six months.
- FY 11-12: \$745,000; FY 12-13: \$745,000.

III. Enhanced Self-sufficiency

Whether a youth's safe and stable permanency is preserved in his/her family of origin; the youth attains timely alternative permanency; or the youth ages out of care without permanency, the Department strives for youth to benefit from the most strategic preparation for adulthood and the most customized network of community connections to ensure a successful transition to adulthood. The most important areas upon which the Department will track its improvements in enhanced self-sufficiency are:

- (1) Permanency/housing;
- (2) Educational attainment;
- (3) Career/Workforce readiness; and
- (4) Social/emotional well-being.

Enhanced Self-sufficiency: Recommended Services

Youth Development Services (YDS), Including Subsidized Youth Employment – This proposal is to fund the Independent Living Program (ILP) Allocation which has been subject to continued reductions. The proposal would allocate Chaffee funds for older youth and use Title IV-E Waiver funds for ILP contracts. These funds will cover the following services for dependent transition age youth: exam/application fees, high school graduation expenses, directors scholarships for those participants college bound at the Celebrations I & II events, computers, diploma and GED incentives, academic assessments, Life Skills training classes, and Transitional Housing Placement Program (THPP) beds.

- FY 11-12: \$1,000,000; FY 12-13: \$1,000,000.

Countywide Foster Youth Education Project– Proposal is to expand the First District Education Program, established by Supervisor Gloria Molina, into each Supervisorial District. Increasing the number of Academic Remediation Counselors and co-located CSWs and clerical support will allow the Department to collaborate with additional schools throughout the County in implementing this program. With this funding, an estimated 700 additional youth and families will be provided with intensive education services and support.

- This proposal will out-station 20 CSWs and 35 Academic Remediation Counselors to be located in five school districts (4 CSWs and 7 Academic Remediation Counselors per district) in each Supervisorial District. The 20 out-stationed CSWs will supervise a caseload of 25 youth. The caseloads will be comprised of the student and siblings who may or may not attend school in the district where the CSW is out-stationed.

- Academic Remediation Counselors will meet with students four hours a week and provide tutoring, assistance with college applications, and SAT preparation. The Academic Remediation Counselor will work with all DCFS- involved children at the school.
- FY 11-12: \$0; FY 12-13: \$2,371,000.

Total: FY 11-12: \$11,491,000; FY 12-13: \$15,015,000

To facilitate the Board's oversight of the effectiveness of flexible Waiver investments and the Department's ongoing work with the State in its Waiver renewal efforts, the Department will provide quarterly reports to the Board which will track key safety, permanency, and youth self-sufficiency measures through the fifth and final year of the Waiver. It should be noted that, while the State Waiver evaluation on which Waiver renewal will be based does not include self-sufficiency measures, the Department is committed to strategies that support self-sufficiency.

Enhanced and Expanded Title IV-E Waiver Strategies - Probation

Introduction: The Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (Waiver) provides DCFS and Probation the opportunity to make critical system changes in child welfare services provisions. It enables both improved outcomes for children and families; and enhanced case work practice and performance. Since Waiver implementation in July 2007, the Department's performance has improved in the areas of permanency, placement stability and appropriateness of placement. The Department plans to continue this positive trend by expanding existing strategies as well as proposing new strategies to further improve outcomes for children and families.

- 1) **Case Management System Enhancements and Data Interface:**
 - a) Improved case management collaboration
 - b) Improved data driven decision making
 - c) Improved re-instatement and processing of Medi-cal required for EPSDT contracted services.
- 2) **Expansion of appropriate evidence-based family focused services**, to be available for immediate access to families upon referral.
- 3) **Expanded capacity of co-located staff**, to be available for investigations of youth crossing over from dependency to delinquency to determine appropriate status and/or need for dual jurisdiction.

Probation proposes to utilize Waiver reinvestment funds toward services that address the following outcomes:

- I. Increased permanency,
- II. Placement Stability, and
- III. Enhanced Self-sufficiency.

I. Increased Permanency

It is critical that children do not languish in out-of-home care. This means that children are safely reunified, and for those who cannot return home, alternate permanency, including adoption, is achieved in a timely manner. It also means that children in out-of-home care are placed in the least restrictive, safe and stable setting, with as few moves as possible. Finally, successful permanency achieved through reunification means that children who are returned home do not re-enter the child welfare or more restrictive probation placement.

Key indicators that Probation will track for increased permanency are:

Reunification within 12 months (Probation) – percentage of children discharged to reunification within 12 months of removal.

- Baseline 62.7%
- Current 81.81%
- National Standard 75.2%

Reentry following reunification (Probation) – percentage of children reentering foster care within 12 months of a reunification discharge.

- Baseline 12.3%
- Current 15.8%
- National Standard 9.9%

Increased Permanency: Recommended Services

Probation Case Management System (PCMS) Enhancements – The Probation Case Management System (PCMS) is a large and complex system that provides intensive juvenile field case management functionality, including investigation, supervision, placement, and various special units. With additional funding, modifications to the system can be made to better support the case management needs of Placement minors.

- Proposal is to offset the cost of Probation Case Management System (PCMS) enhancements, support and maintenance related to Placement Services.
- **FY 11-12: \$250,000; FY 12-13: \$0**

Probation Case Management System (PCMS) Interface with the Department of Children and Family Services' Child Welfare Services/Case Management System (CWS/CMS) - National Youth in Transition Database (NYTD) data is currently being entered manually into CWS/CMS by Probation Department Deputy Probation Officers (which is a duplicate data entry process between PCMS and CWS/CMS). The Probation Department is therefore in compliance with the state mandate, but has identified the need for development of an electronic interface between both systems pending the provision of staffing resources and funding.

- Proposal is to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor who can support the build of a PCMS interface with the Department of Children and Family Services' Child Welfare Services/Case Management System (CWS/CMS).
- **FY 11-12: \$250,000; FY 12-13:\$0**

Probation Case Management System (PCMS) Interface with the Department of Social Services' Leader System - An interface between PCMS and the Department of Public Social Services (DPSS) system is needed for Data Sharing for Medi-Cal Pre-Release (required by the State of California through SB 1469), and DPSS Data Sharing for Grand Jury Reporting (required by the State of California through SB 1147) regarding minors in Probation custody for over 30 days.

- Proposal is to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor to identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate effectively with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues.
- **FY 11-12: \$150,000; FY 12-13: \$0**

Expansion of Functional Family Therapy (FFT) and Multi-systemic Therapy (MST)

- Probation has adopted MST and FFT as the first line evidence-based, family focused treatment approach to serve youth at-risk of removal from the home and youth returning home from congregate care. These services are delivered in the home, school, and community rather than in a clinic or residential treatment setting. Additional FFT/MST services resulting from amended contracts will allow the Department to serve a greater number of youth, thereby preventing entry and re-entries into congregate care, as well as reducing the number of re-arrests that result in a higher level placement such as Residential Treatment.

- Proposal is to expand MOU with the Department of Mental Health (DMH) to increase Probation's capacity to provide youth transitioning from, or at risk of entering out-of-home care with evidence-based, family focused therapeutic services in the community.
- **FY 11-12: \$350,000; FY 12-13: \$0**

Community-Based Aftercare Services – Group home providers have contracts with DMH to provide coordinated aftercare services to youth returning home from care. These services assist in providing a continuum of care and ensure linkages once the youth transitions home. This strategy will improve permanency resulting by decreasing the number of re-entries into out- of- home care.

- Proposal is to develop MOU with DMH to increase contracted allocations to group home providers that provide youth transitioning from, or at risk of re-entering congregate care with aftercare services in the community.
- **FY 11-12: \$200,000; FY12-13: \$200,000**

Community-based Substance Abuse Services- Through the use of existing County contracted providers; youth identified with substance abuse risk factors will be referred and linked with substance abuse services in the community. The availability and utilization of these services will provide judicial officers with community-based alternatives for substance abuse violations.

- Develop MOU with Department of Public Health (DPH) to provide youth transitioning from, or at risk of entering out-of-home care with substance abuse services in the community.
- **FY 11-12: \$150,000; FY12-13: \$150,000**

Expansion of Functional Family Probation (FFP) – Probation previously utilized Waiver funding to create an aftercare unit for youth transitioning into the community from out-of-home care. Placement Aftercare DPOs support both in-house and contracted

FFT and MST service providers by providing intensive supervision using the evidence based Functional Family Probation supervision model.

- Proposal is to expand the unit by four temporary DPOs to provide intensive supervision services to increase prevention by providing FFP supervision to youth at risk of entering out-of-home care.
- **FY 11-12: \$210,000; FY12-13: \$423,000**

Expansion of 241.1 Unit – This unit provides investigative staff to ensure joint assessments are conducted between Probation and DCFS, which are utilized to determine which status (dependency, delinquency, joint-dual supervision or dual jurisdiction) will best serve the interests of youth and protect the community.

- Proposal is to fund 10 temporary DPOs and one Acting SDPO positions to provide investigations and determinations in conjunction with DCFS caseworkers for cross-over youth.
- **FY 11-12: \$581,000; FY12-13: \$1,171,000**

II. Placement Stability

Children who are in the Child Welfare Services system and experience multiple moves are at increased risks for poor outcomes in academic achievement, socio-emotional health, developing insecure attachments, and distress due to the instability and uncertainty that comes with not having a stable family environment (Gauthier, Fortin, & Jeliu, 2004). Therefore, it is imperative that children receive consistent, quality care to reduce the number of transitions in care and caregivers.

Key indicators that Probation will track for increased placement stability are:

Placement stability (at least 12 - 24 months in care) (Probation) – percentage of children with two or fewer placements who have been in foster care for 12 - 24 months. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 77.3%
- Current 80.0%
- National Standard 65.4%

Placement stability (at least 24 months in care) (Probation) – percentage of children with two or fewer placements who have been in foster care for 24 months or more. It should be noted that, while this indicator is listed here under the Increased Permanency Outcome, under the State evaluation, this will be a Placement Stability outcome.

- Baseline 39.7%
- Current 42.0%
- National Standard 41.8%

Placement Stability: Recommended Services

Expansion of Group Home Monitoring Unit – The Group Home Monitoring/Investigations Unit assists the Department in achieving compliance with foster care related State and Federal regulations, and ensuring corrective action measures are implemented by group home vendors as mandated by the County's Master Group Home Agreement and Title 22 State regulations. The unit also monitors the quality and fidelity of services provided to the youth and family while in the youth is in out-of-home care.

- Proposal is to expand the Group Home Monitoring Unit by four temporary Program Analysts and two temporary DPOs who will conduct compliance audits and Quality Assurance reviews of services provided to youth while in care. Increased monitoring will improve fidelity of service delivery and improve family functioning for youth and families.
- **FY 11-12: \$314,000; FY12-13: \$637,000**

III. Enhanced Self-sufficiency

Whether a youth's safe and stable permanency is preserved is his/her family of origin; the youth attains timely alternative permanency; or the youth ages out of care without permanency, the Departments strive for youth to benefit from the most strategic preparation for adulthood and the most customized network of community connections to ensure a successful transition to adulthood. The most important areas upon which the Department will track its improvements in enhanced self-sufficiency are:

- (1) Permanency/housing;
- (2) Educational attainment;
- (3) Career/Workforce readiness; and
- (4) Social/emotional well-being.

Enhanced Self-Sufficiency: Recommended Services

Youth Development Services (YDS) – Proposal is to fund the ILP Allocation due to continued reductions. These funds will cover the following services for dependent transition age youth: exam/application fees, high school graduation expenses, director's scholarships for those participants college bound, computers, diploma and GED incentives, academic assessments, Life Skills training classes, and THPP beds.

- **FY 11-12: \$500,000; FY 12-13: \$0**

Countywide Foster Youth Education Project – As developed by Supervisor Gloria Molina, the proposed Foster Youth Education Program will assist Probation youth by improving their school stability, increasing their high school graduation rates, and encouraging them to either enroll in post-secondary education or to secure full-time employment.

- Proposal is to contract for Academic Remediation Counselors who will conduct comprehensive education assessments, develop and implement an educational

case plan through a multidisciplinary team, connect students to local resources, and work to resolve any educational issues that are identified.

- **FY 11-12: \$0; FY12-13: \$462,000**

Total: FY 11-12: \$2,957,000; FY 12-13: \$3,043,000

To facilitate the Board's oversight of the effectiveness of flexible Waiver investments and the Department's ongoing work with the State in its Waiver renewal efforts, the Department will provide quarterly reports to the Board which will track key permanency, placement stability and youth self-sufficiency measures through the fifth and final year of the Waiver. It should be noted that, while the State Waiver evaluation on which Waiver renewal will be based does not include self-sufficiency measures, the Department is committed to strategies that support self-sufficiency.

Reinvestment Funds and Outcomes

